

FACULTY SENATE MINUTES #101

John Jay College of Criminal Justice

February 15, 1994

Time 3:15 PM

Room 630 T

Present (30): Yahya Affinnih, Janice Bockmeyer, James Bowen, Orlanda Brugnola, Warren Burdine, Edward Davenport, Jane Davenport, Kojo Dei, Robert DeLucia, P.J. Gibson, Robert Grappone, Lou Guinta, Holly Hill, Lee Jenkins, Karen Kaplowitz, Andrew Karmen, Gavin Lewis, Tom Litwack, Barry Luby, James Malone, Peter Manuel, Jill Norgren, Charles Reid, Ronald Reisner, Vilma Santiago-Irizarry, Chris Suggs, Davidson Umeh, Rafael Ventura-Rosa, Agnes Wieschenberg, Bessie Wright

Absent (8): Arvind Agarwal, Michael Blitz, Peter DeForest, Vincent Del Castillo, Elisabeth Gitter, Laurence Holder, Bruce Pierce, Peter Shenkin

AGENDA

1. Announcements from the chair
2. Guest: Student Council President Robert Hernandez
3. Proposal to establish a branch campus at the police academy in Gurabo, Puerto Rico

1. Announcements from the chair

Senator Arvind Agarwal is on medical leave for the next four to six weeks because of a broken shoulder he sustained upon slipping on the ice. The best wishes of the Senate were conveyed to their colleague.

2. Guest: Student Council President Robert Hernandez

Mr. Robert Hernandez informed the Senate that he has been meeting with a lot of people who are interested in making sure that John Jay's branch campus program in Puerto Rico is successful but who have concerns about whether we should have the program or the program as proposed. These are people who are not objecting to the idealistic aspect of the program, which he said he thinks is something good and necessary and is the kind of venture we at John Jay should do more often. However, certain objections have arisen because of the process by which the

program has been put forward. There are many key people who have been left out of the entire process. He said that when he was first involved in the process he was under the impression that everybody was being informed as completely as he was, but after discussing this with many people and after making inquiries he discovered that many people who should be more informed than he is were not being informed at all.

He said that yesterday he met with certain concerned faculty at John Jay and they had certain objections to the program. He said he had wanted to learn what their concerns were. He noted that the Student Council also has concerns and knows that they have an impact on what happens tomorrow at the College Council. He said the student Council is not looking to stop the program from being a reality: they support the idea of the program and, in fact, it is a program they very much want to see happen.

But, Mr. Hernandez said, there is a lack of information. The students feel they cannot make an intelligent decision because they do not have sufficient information to do so. This is the main point the Student Council is focusing on: making certain that everyone has the correct, updated information, and not just half-truths and rumors. This is what the student members of the College Council will be addressing at the College Council tomorrow. These concerns lie with the fact that we are dealing with an island that is different from the mainland. One of the main concerns of the Student Council is that the faculty currently teaching the police cadets at the police academy in Gurabo know best how to teach the people of Puerto Rico and yet it is being said that they will be replaced by faculty who have little knowledge or understanding of the people of Puerto Rico.

Academically one of the things that concerns him, he said, is the different legal system in Puerto Rico, which has been brought to his attention recently, and this is something we have to also take into consideration. Puerto Rico has its own constitution. Will the faculty be able to translate our curriculum into an effective curriculum for the police cadets.

In terms of administrative issues: the governance committee proposed by the Council of Chairs includes only those departments that are involved in teaching the program and excludes departments that should be included. Will this oversight body be understanding of the people of Puerto Rico. Will we be sending or hiring people who are knowledgeable about the criminal justice system here but who have no understanding about the legal system of Puerto Rico or of the people of Puerto Rico.

Also, the people of Puerto Rico are much more sophisticated about education and much more dedicated to education than people are here. Evidence of this is the more than 1100 [sic] college campuses on the island of Puerto Rico. Therefore, there are dedicated and qualified faculty in Puerto Rico who could and should teach in this program. The concern of the Student Council is that those who currently are teaching in the police academy will be eliminated from the program.

President Kaplowitz said that these are important concerns and described them as some of the many issues that the Faculty Senate needs to discuss. She explained that this is only the second Senate meeting at which the Senate is deliberating about the proposal (because this all surfaced on December 22, a day before the winter recess and intersession), and, therefore, the

Faculty Senate is one of those groups that has not had the information it needs. She suggested that because the Senate needs time to meet as a Senate, if Mr. Hernandez wishes, the Senate's executive committee will make itself available to meet with him and any other student leaders he chooses, as soon as the Senate meeting ends. He said he would very much like such a meeting to take place and thanked the Senate for listening to his report of the main concerns of the students.

Senator Litwack asked Mr. Hernandez to elaborate upon his statement when he spoke about a lack of information: he asked Mr. Hernandez what specifically he does not know that he would like to know. Mr. Hernandez said that he feels informed because he has been involved in the process but that the other students on the Student Council as well as many faculty and administrators are not as well informed as he.

President Kaplowitz said that she and other members of the Executive Committee will come to the Student Council office after the meeting and she invited any other members of the Senate who are available to join them. Mr. Hernandez said he wants to be emphatic that the students are not objecting to the program: this is a program that will be beneficial to the people of Puerto Rico and to us and that in the future can be expanded to other places. He thanked the Senate again and left the meeting.

3. Proposal to establish a branch campus at the Police academy in Gurabo, Puerto Rico [Attachments A & B]

President Kaplowitz explained that as she was coming to today's specially scheduled Senate meeting from North Hall, Mr. Hernandez came up to her and said he was coming to sit in on our Senate meeting. She said she explained that the Senate Constitution permits only faculty to attend Senate meetings (unless the Executive Committee or the Senate as a whole extends an invitation). Mr. Hernandez had not known this and said that he had wanted to sit in on our meeting to hear what the Senate thinks about the branch campus proposal, especially because a College Council vote is scheduled for tomorrow, and so she invited him to briefly speak to the Senate rather than sit in on the meeting and he agreed.

She then welcomed and introduced several guests who, she explained, the Senate's Executive Committee invited to today's meeting: they are the signatories of the February 10 letter to President Lynch [see Minutes #100: Attachment G] which was copied to her as president of the Senate and which she read at the last meeting: Professors Luis Cuevas, Nancy Guadalupe, Jose Mercado, and Carmen Solis. (Professor Carmen Vega unable to attend.)

President Kaplowitz suggested that we receive brief reports about actions taken by the academic departments and by department curriculum committees and by other bodies and that we then discuss a course of action for the next day. She noted that subsequent to the last Senate meeting, we have received the agenda for tomorrow's College Council meeting: the agenda item is not an action item but rather states, "Consortium among the University of Puerto Rico, John Jay College of Criminal Justice, the Puerto Rican Academy of Sciences, and the Middle States Association of Higher Education." There is no document attached to the College Council agenda about this item.

President Kaplowitz said the lack of any attachments is part of the issue Mr. Hernandez spoke about: information keeps changing and often is not in written form. She said that when the Council of Chairs met earlier this afternoon, they had not known that the curriculum approved by the Curriculum Committee yesterday is very different from the one that had been presented to them at various P&B meetings in January. For example, two departments are not now participating although they originally were included in the curriculum. She said she was at the Curriculum Committee meeting the previous day and she distributed the motion approved by the Curriculum Committee.

At yesterday's Curriculum Committee, the New Programs Subcommittee reported that when they met on February 10, all the committee members abstained because they all felt that they did not have enough information to make any recommendation to the Curriculum Committee. Then two departments reported their curriculum committees' decisions: the English Department Curriculum Committee unanimously voted against the branch campus. The Law and Police Science representative reported that two motions failed because of a tie vote: a motion to reject the branch campus failed because of a tie (2-2-1) and a motion to approve the branch campus failed because of a tie (2-2-1).

The College Curriculum Committee, a faculty, student, and administration committee, by secret ballot approved a motion to establish a branch campus: the secret ballot vote was 13-9-2. The motion was that the branch campus be established and that there be a core full-time faculty, that there be one full-time faculty member for each course taught, that there be a full-time professional librarian, and that the curriculum be reviewed as a new program in the fall by a select subcommittee of the Curriculum Committee co-chaired by a member of the Puerto Rican Studies Department and by a member of the Law and Police Science Department.

Today the Council of Chairs took a secret straw ballot vote on the question of whether the College should establish a branch campus: the motion failed on a tie (5-5-2).

The Law and Police Science Department is meeting now and the department representative(s) will come to report to us as soon as they have taken a vote. Senator Bockmeyer, the Government Department representative, noted that Government 101 is part of the branch campus curriculum and is a prerequisite for the law courses. She said her department met, discussed the proposal, and took a vote of the entire department by secret ballot and the vote was against the establishment of a branch campus although the vote was not unanimous. She said a number of concerns were expressed by her department: the process, the appropriateness of the program in terms of the culture and legal system of Puerto Rico, and the potential for corruption. The latter was a concern because of the tremendous physical distance between our campus and the branch campus and the resultant difficulty that might ensue in providing oversight of the program.

President Kaplowitz said that the concern about the possibility of corruption has been articulated by a number of people and she explained that the issue of the potential for corruption has not been framed in terms of money but in terms of the fact that the police cadets will not be permitted to be members of the police force unless they obtain the associate degree and because this is such a desirable job and because there

would be so much invested by the government of Puerto Rico as well as by the police department and by the cadets themselves that pressure on the faculty to pass the students and pressure on the students to pass the courses and pressure on supervisory people at the academy raises concerns about the potential corruption of the academic process. This is not meant to cast aspersions on anyone involved or who may be involved but that the nature of the pressure to complete the degree in order to keep the job, coupled with the geographical distance, and the absence of department chairs, a Faculty Senate, union representatives, etc., is seen by some to be a formula for potential problems.

Senator Ventura-Rosa said it is curious that the one department at John Jay that is knowledgeable about the culture and legal system and police system of Puerto Rico, that is the Department of Puerto Rican Studies, has not been involved.

Senator Litwack questioned the current status of the financing that John Jay will get: will John Jay get any monies beyond what it costs to offer the program. President Kaplowitz said this has changed dramatically since the program was first proposed in December and has changed many times since and has changed again since we met on Thursday. She said three officials from Puerto Rico arrived two days ago to complete negotiations on the contract with John Jay. She said she has asked our administration several times for copies of the contract or of the latest draft of the contract but has received nothing. Vice President John Smith is the chief negotiator for John Jay.

The latest information, as of yesterday, is that the revenues (as has always been the case) will be from Federal Pell financial aid packages, which almost all of the cadets (we have been told) are eligible to receive; the out-of-state tuition will be waived by New York State upon request of 80th Street because Puerto Rico is providing the physical plant but because of this the revenues will not be treated as regular tax levy monies but rather as IFR monies: IFR [Income Fund Reimbursables] is a special account: it is softer than tax levy money but not as soft as grant monies. (The President cannot, for example, pay for a reception with IFR money; on the other hand, if we hire a person using IFR money, we have to pay the fringe benefits, which are very costly, out of the IFR account whereas if we hire someone on a line paid for with tax levy money the cost of the fringe benefits do not come from John Jay's budget.) Senator Litwack said the last he heard was that the only money we would get would be to cover the direct costs. President Kaplowitz said it has changed again: the latest is that we can keep the net revenues if any but there probably will not be any. If there are net revenues we can keep them but they will be in an IFR account and because of that the oversight or governance committee proposed by the Council of Chairs is very important because it will provide budget oversight as well [Attachment A]. Because from the revenues we have to pay the salaries of all faculty, including 80th Street's requirement of one full-time faculty for every course taught (which is between 13 and 20 full-time faculty) and also pay the adjuncts, translators, tutors (there will be no remediation: students will take the college courses and if they need remediation they will be provided with tutoring while in the courses).

Senator Litwack said that tomorrow at the College Council we should not let ourselves be pressured to vote if we do not feel we have sufficient information to vote in an informed way. He

said that one of the 52 answers [Attachment B] is that if we do not start the program now, we will lose it. He said that we owe it to our College to make an informed decision. A lot of John Jay resources are going to be expended on this program. He said he is not necessarily against the program but is concerned about the cost to our College, to our students here.

Senator Malone agreed that we need more time to study this proposed program: he said proof of this is that we were unable to answer Senator Litwack's questions about the budget. Senator Brugnola said that the information has been so fluid that we can't possibly make a decision about this. Senator Santiago-Irizarry said that there has been a lot of discussion about how

John Jay will be doing Puerto Rico a favor with this program and she said she does not see how we would be doing a favor in terms of the nature of the program, of the curriculum, and so forth. President Kaplowitz noted that Senator Santiago-Irizarry is a lawyer who practised law for 11 years in Puerto Rico: she asked her if the curriculum of our associate degree program in police science, especially our law and police science courses, is transferable to the police cadets in Puerto Rico. Senator Santiago-Irizarry said no. Senator Norgren asked whether we can transfer our constitutional law course, which is one of the required courses. Senator Santiago-Irizarry said no. Senator Norgren said that people have been saying that ultimately the United States Constitution prevails. Senator Ventura-Rosa, also a lawyer, said that it prevails only if a violation of the United States Constitution is involved.

Senator Ventura-Rosa agreed with Senator Santiago-Irizarry's statements and added that the notion that the faculty of Puerto Rico are incapable of teaching the police is more than insulting. He then asked about the statement that the out-of-state tuition (which is \$1350 per student per semester) will be waived: he noted a memorandum by CUNY Vice Chancellor for Legal Affairs Robert Diaz stating that out-of-state tuition can not be waived.

President Kaplowitz explained that just before our last Senate meeting on February 10, along with the responses to the 52 questions, she received 10 sets of documents from Vice President Mary Rothlein, who is the project director, and because each set comprised so many Pages she did not have them duplicated for the entire Senate but instead distributed them to 10 people: the six members of the executive committee and Senators Litwack, Gitter, Norgren, and Ventura-Rosa, (who are lawyers or experts on law and on our undergraduate curriculum). The memo from Vice Chancellor Diaz, which is part of that packet, has since been superseded: the out-of-state tuition, as of today, will be waived.

The question of the role of Middle States was raised. Senator Malone said that at the College Council executive committee meeting at which tomorrow's agenda was set, he asked President Lynch to explain Middle States' role: he said that President Lynch explained that Middle States told people in Puerto Rico that John Jay might be interested and able to offer this program which means that Middle States may have brokered something but they are certainly not involved in a consortium, despite the phrasing of the agenda item. He said that is not the role of Middle States at all: Middle States cannot recommend any college do anything of this nature.

Senator Jane Davenport asked whether anyone has suggested

putting off the program until we are ready to do it. President Kaplowitz said that that has been a constant recommendation and the reply by the administration has been that we will lose the program if we do not start it immediately. Professor Luby said that what he has been hearing is that this program is going to be approved whether we like it or not: the Governor of New York has signed the agreement, the Governor of Puerto Rico has signed it, Chancellor Reynolds has signed it, and the question is just how the program will be implemented not whether it will happen. He said he has no idea how these officials approved something when the faculty of John Jay knew nothing about it until two months after the document was signed.

President Kaplowitz agreed that the perception is that the program will happen and the perception is driving the reality. The perception, ever since we discovered the existence of the October 29 document, is that this is an express train that has already left the station. She said the procedural question involves the fact that both President Lynch and Chancellor Reynolds signed a document that should not have been signed at that time because the faculty, which is responsible for academic standards, for establishing curriculum, for conferring degrees, according to not only tradition but the CUNY Bylaws, knew nothing about the program.

The approval process requires the College Council's approval and then that of two Board of Trustees committees and then approval by the entire Board of Trustees. But another reality is the nature of our governance body, the fact that only half the seats on the College Council are faculty seats. If the College Council does not approve the proposal, it can not go forward to the Board of Trustees. Without approval by the Board of Trustees, Pell money can not be given to the students in Puerto Rico because they will not be enrolled in a degree program. Without Pell money, there are no revenues that we have nor that Puerto Rico seems willing or able to provide to mount the program.

Senator Norgren said that if governance means anything, this program can be stopped although stopping it will not be pleasant. President Lynch's reputation is riding on this. She said she wonders if Governor Cuomo even knows what the document he signed involves and whether he even has a real commitment to this. She said she wonders if Chancellor Reynolds was led to believe that the John Jay faculty was supporting this program when she signed the document on October 29.

Senator Norgren said we should find out from the John Jay administration at tomorrow's College Council meeting as to why the University of Puerto Rico of Carolina stopped offering a degree program at the police academy at Gurabo. She would also like to hear from our administration as to why we would do so superior a job from such a long distance and whether the case the administration makes is powerful enough to supersede this program being run by one of the institutions in Puerto Rico, such as the University of Puerto Rico. She also would like to know about the politics of Puerto Rico: why did the police not turn to their own faculty, to their own universities and colleges.

Senator Norgren told Professors Louis Cuevas, Nancy Guadalupe, Jose Mercado, and Carmen Solis that their powerful letter [see Minutes #100: Attachment G] to President Lynch, which had been read at the last Senate meeting, was brave and important

and must be commended as a model of behavior: she said that as the head of women's studies at John Jay she knows how she and her women's studies colleagues would feel if our administrators went outside the college to set up a women's studies program as part of John Jay and did not consult those of us who teach the courses and are the resident experts. She asked them if they would talk about the politics and the relevant issues.

Professor Luis Cuevas said that he and his colleagues would like to thank the Senate's Executive Committee for inviting them and would like to thank the Senate for being responsive to them and to the issues of inclusion and cultural sensitivity that they have raised. As for the comments about the confusion about the program and the issues surrounding the program, he said that as a faculty member of John Jay for 23 he has many of the general concerns about consultation and respectful treatment of the faculty that he has been hearing. In addition, as a Puerto Rican member of the faculty he is alarmed and shocked that the Puerto Rico Studies Department has not been included in any of the planning, in any of the meetings, in any of the proceedings, and, he said, that adds to the picture of a program that is being implemented with a certain urgency and that in some ways does feel like a fait accompli. He said that the Puerto Rican faculty do not want to hurt the program but the questions that are being raised by the Puerto Rican faculty and by other faculty are very troubling. He said there is a huge insensitivity toward the Puerto Rican faculty and to the Puerto Rican Studies Department.

Asked whether he and his colleagues have received a response to their February 10 letter to President Lynch, Professor Cuevas said that they have not and he thanked the Senate for being so responsive upon receiving the letter. President Kaplowitz thanked them for copying her so that the Senate could be aware of the letter and the issues articulated in it. Professor Guadalupe added that this exclusion and insensitivity is not for a lack of knowing that the Puerto Rican faculty at John Jay exists. This has happened throughout the years, she said. The only difference is this time the Puerto Rican faculty have made it known to the faculty at large. She said they have communicated with President Lynch on many occasions, including on November 1 as they noted in their letter of February 10. She said that in terms of the politics of Puerto Rico, the Governor of Puerto Rico campaigned on the issue of combatting crime. She said that as a Puerto Rican and as someone who has family there she, too, is concerned about that. She said that the knowledge and expertise that resides in John Jay's Puerto Rican faculty have not been tapped for this program and that is hurtful and incomprehensible if the College really wants to provide a truly excellent program. She noted, as an example, that Professor Solis' area of research is the impact of community policing on Latino communities.

Senator Norgren asked about the political considerations. Senator Ventura-Rosa explained that the new Governor of Puerto Rico, who was elected a year ago, and the universities of Puerto Rico (and their faculties) belong to opposing political parties.

Senator Lewis said that the fait accompli issue is important. He said that from the various points of view expressed here and elsewhere it is clear that everyone is deeply suspicious of this plan and that also includes Mr. Hernandez and presumably the students. He said that if this view were to be put forward vigorously at the college Council that would have an important weight.

President Kaplowitz said that we have to remember that the faculty has only 50 percent of the seats on the College Council: furthermore, tomorrow at least two faculty will be absent, one for medical reasons and another who is giving a paper out of town. In addition, it is not clear that the faculty is unanimous in either being opposed or in feeling that an affirmative vote is premature at this time.

She added that it was not until Mr. Hernandez came to today's Senate meeting that she had any idea that the students were at all troubled by the proposal. Both Mr. Hernandez and another student leader went to Puerto Rico with a group of John Jay faculty and administrators to make a site visit of the Gurabo police academy and she had not heard about any student concerns. Asked if she had gone on that or on any other trip to Puerto Rico, President Kaplowitz said that President Lynch has several times invited her to go to Puerto Rico to make a site visit of the police academy at Gurabo but that she has not done so. Senator Reisner noted that several times Mr. Hernandez reiterated his support for the program, and if it comes down to it there will undoubtedly be student support, he said. President Kaplowitz added that the administrators and the administrative staff (the higher education officers) will undoubtedly vote for the branch campus although many administrators and HEOs are privately complaining about the tremendous burden of additional work they are being required to do for the branch campus, especially because their operations have previously been cut to the bone in terms of personnel as a result of our College's budget problems. But none of these people feel they can say this publicly.

President Kaplowitz said the question is what should we do at tomorrow's College Council meeting: she suggested that one course of action is to move adoption of the Council of Chairs resolution [Attachment A] because if the branch campus is going to pass, we do not want it to be approved without a governance or oversight committee structure that enables us to decide governance, curricular, and budget issues nor do we want the branch campus approved without the two-year sunset clause because a sunset clause requiring affirmative action for the program to continue is the only way of both ensuring that the program is academically viable and also providing us with an escape clause either if it is not academically viable or if the burden on John Jay's main campus proves to be intolerable. She said that many faculty feel that the idea of the program is admirable but that the program is simply not do-able, neither academically nor administratively. Senator Santiago-Irizarry noted that because the Department of Puerto Rican Studies is not teaching in the program, the chair of that department is not included in the proposed governance or oversight committee. Upon a motion, the resolution was amended to include the chair of the Department of Puerto Rican Studies as a member of the branch campus governance committee, and the resolution was approved as the document to be moved for adoption at the College Council should a vote to table fail [Attachment A).

Senators reiterated that they do not feel they have enough information to approve the proposal even with the oversight committee and sunset clause. The agreement was that a motion to table would be introduced and if the motion to table fails, the Council of Chairs resolution would be moved. President Kaplowitz explained that President Lynch has said that he endorses and

supports the Council of Chairs resolution.

President Kaplowitz also suggested that the Senate issue an open letter to the College community about the issues that have been articulated at our two meetings: the non-transferability of some courses, the 64-credit degree in nine months, the absence of all remediation courses, the overwhelming reliance on adjunct faculty, the problems of oversight, the fact that courses will be taught in Spanish and we are a faculty that is not bilingual, etc. We could also include in such a letter the procedural issues, the lack of consultation, the October 29 document, the lack of budget information. We could draw an analogy, she said, to the Goldstein Report in that Chancellor Reynolds created a morass at CUNY by attempting a top-down curriculum plan and President Lynch has repeated that here with this program. We could develop such a letter for approval by the Senate at our next meeting on February 23. That would be separate from what happens at the College Council.

Senator Karmen asked what other College is supposedly waiting in the wings to seize this opportunity if we do not grab it. President Kaplowitz said that there are several answers to this: first, it has taken us over a year to put this package together and it is unlikely that another college will be able to step in between now and, for example, September which is the date many people feel is the earliest that we should start so we can be properly prepared. But the real imperatives, she said, are probably very different: first of all, the more cadets who become police officers with college degrees by the time the Governor of Puerto Rico is campaigning for reelection, the better his chances of reelection and, therefore, there is pressure to start the program immediately.

Also, the PLB was told that the current class of police cadets, which is receiving its academy training now and which we are scheduled to offer our courses to starting April 18, were recruited with the promise that if they apply and are accepted to the police department and complete the 9-month training program, they will have not only a job but a college degree from John Jay College of Criminal Justice. And so, the P&B was told, people signed up with that promise, families sent their sons and daughters into the police academy with that promise, and that is why the pressure is being put on us to begin on April 18. (Semester I & Semester II are concurrently to begin April 18. The cadets will get 25 equivalent credits for the academy studies taking place now and this equivalent credit is for this class of cadets only: subsequent classes are to have a program entirely of earned credits.) This may be one of the realities that is leading to the inordinate pressure on us to approve this.

Senator Malone said we are at that point where we are going to have a first-rate institution or we are going to continue to act in an ad hoc manner. He spoke against a sunset clause because once a program is started it is very difficult to stop it especially if the people in charge want it. Our only chance to make sure that this institution advances a program of substance and worth is to move this program through our governance process in a deliberative and informed manner. Senator Suggs said that Professor Panzarella, the consultant for the College in developing this program, is a man who has given great service to the Faculty Senate, to the College. He is knowledgeable about matters of education, he is sensitive to issues of College politics, and yet we have not heard from him nor have we heard

anyone say they have spoken to him.

President Kaplowitz agreed with Senator Suggs' assessment of Professor Panzarella and she explained that Professor Panzarella has been at several P&B meetings, including the December 22 meeting, at which he has made presentations and answered questions. He also made a presentation to the Curriculum Committee of the Law and Police Science Department on February 10 when the Senate last met and, therefore, he was unable to come too the Senate and today he is unable to be at our Senate meeting because he is making a presentation to the Law and Police Science Department which is meeting right now. She added that she has been asked to correct a statement that appears in a past set of Senate minutes: Professor Panzarella, an expert on criminal justice education, was not working on the branch campus project as a representative of the Law and Police Science Department, as was reported in our minutes, but is, rather, working on the project as a consultant for the College.

She noted that at the December 22 PLB meeting, after President Lynch reported that the College has been working on this proposal for 11 months, Professor Panzarella was asked by President Lynch to make a presentation and he began by saying that while this project has been in the development stage for 11 months, he has only been involved during the previous six weeks.

Senator Norgren said that at the beginning of last semester we were informed that ID checks were being implemented, that we cannot wait to plan for the implementation, that we cannot function without ID checks, even though no adequate planning had taken place. The result was some unfortunate episodes for some of us and now virtually no ID checking is being done. She said we can extrapolate from that about the branch campus,

Senator Norgren asked what President Kaplowitz advises the faculty to do at tomorrow's College Council. President Kaplowitz said that all of us feel that we do not have sufficient information and we have just learned that the students feel the same way. A motion to table would, therefore, give us all another month to get the answers we need. If a motion to table fails, which would mean that people are ready to vote to approve the establishment of the branch campus, she said we should move adoption of the Chairs document as amended to include the chair of the Department of Puerto Rican Studies as a member of the branch campus governance committee [Attachment A] as the operative document so that a governance structure that would provide faculty oversight is in place and so that there will be a sunset clause.

Senator Del Castillo arrived and reported that he just came from the meeting of the Law and Police Science Department, which he represents (along with Senator Pierce), and that after a lively debate his Department voted to endorse the branch campus program with the provision that the chair of the Law and Police Science Department be empowered to ensure the quality of the program in consultation with the other College governance bodies and other departmental chairs who are involved in the program.

Senator DeLucia said that the success of this program is tied to our ability to ensure that the faculty who have the right and responsibility and expertise to be involved in the program be involved. The Faculty Senate must ensure that those people are

involved, that their expertise is utilized. Otherwise, this will be another program that disappears after a year or two as has been the case of so many programs at the College.

Senator Wright said that she thought that today we would get additional information that would enable us to know how to vote. She said that she is saying this as a member of the College Council. She said she is more confused than before because it is clear that the water is muddier than she and most of us had realized. She said she is very troubled that she is being asked to vote for something that she does not adequately understand. On the other hand if we do not vote to approve the branch campus we lose the opportunity of having it.

President Kaplowitz said that after our last Senate meeting she had been asked to explain today the significance of an abstention when a vote takes place. She said that if a motion receives 2 yes votes, 1 no vote, and 33 abstentions, the motion passes because more people voted yes than voted no. Of course, the abstentions are recorded and reported and gives a message, but that does not alter the fact that the motion has passed. An abstention counts as not voting. Also a call for a secret ballot is not debatable or subject to a vote: anyone who is a member of the College Council may call for a secret ballot and upon such a request a secret ballot must take place. She said that she will call for a secret ballot because so many members of the College Council are in vulnerable situations.

Senator Luby said this is a specific program which is involved in a shapeless mass of nebulous generalities with no substance to it and about which he knows nothing although he is already working with members of his department, Foreign Languages, in reading the writing placement tests of cadets.

Senator Suggs said we don't know what we will be asked to vote on tomorrow. He said the worst possibility is we will be asked to vote on something the specifics of which we are not aware. The best possibility is that President Lynch will have come to his senses and will say we should not start this program until September. But the College Curriculum Committee has approved the proposal. He said that he does not like the program, he does not like the process, it will get the go-ahead by 80th Street if we approve it (a lot of CUNY programs exist to make CUNY look good not because they are good programs or because they should exist) and if it does start it probably will never serve anyone except the first class of cadets who are at the academy right now. But other than all this, he said he does not know on what grounds he should oppose the program in light of the positive votes it has received.

Senator Jenkins said that he should oppose it on the grounds of simple self respect and dignity and awareness of the appropriate principles of governance which are constantly violated at this College. If it matters to us to call a halt to such behavior, at this point or at a later point, it will be because we respect ourselves as faculty. Senator Norgren said that in national governance bodies, something that is reported out of a committee is not necessarily passed by the larger body. In all of this we have not heard from our union. She said that President Kaplowitz has said that if this program passes it is her understanding that we do not have the right to not participate in it.

President Kaplowitz said that although our faculty enjoy teaching at our West Point program, when the program was first established various John Jay faculty went to the union and were told that if this is a John Jay program, the faculty have the responsibility to teach in it and to do the work required for it. She said that although the disruption of one's family and professional life that may be caused by moving for 15 weeks to Puerto Rico is not in the same category as traveling to West Point once a week, if that same union position holds, we must take that into account. But President Kaplowitz added, that is less of a concern than one might think: President Lynch told the PLB on February 9 that although Vice Chancellor Freeland is requiring that for each course taught there must be one full-time faculty member on site to teach and to supervise the adjunct faculty, President Lynch assured the chairs that those full-time faculty can be others than our current faculty: President Lynch explained that if our current faculty go to Puerto Rico, each will be replaced by faculty hired on substitute lines (at an annual salary of \$30,000).

But, if we do not have current full-time faculty who are willing to go to Puerto Rico on a voluntary basis, we can hire four categories of people on substitute lines (at an annual salary of \$30,000): John Jay faculty retirees; John Jay adjuncts (who would be replaced by adjuncts); individuals not connected to CUNY who we interview in New York (and might be bilingual); or individuals currently residing in Puerto Rico. President Kaplowitz said that although academically and administratively this arrangement does not make sense, in that people who know nothing about John Jay or about our program or about our expectations will be supervising, mentoring, providing faculty development, and conducting the contractual peer observations of large numbers of adjuncts, at least this arrangement protects untenured and junior faculty from being coerced, at least overtly, from moving to Puerto Rico for a semester. She said that it was with that clear and explicit assurance that the chairs approved the program (conditional on adoption of the conditions in their resolution and answers to the 52 questions).

Senator Norgren said that is very important. She noted that her department, Government, is required to offer Government 101: American Government, which is a prerequisite for the law courses and that every member of her department has said that he or she is unable and/or unwilling to be the full-time Government faculty member at the branch campus for even a single semester. And this requirement is for every semester. She said that she has been particularly concerned about this because several members of her department are untenured.

President Kaplowitz said that Professor Harold Sullivan, the chair of the Government Department, has made the same statement at several meetings, including the P&B, and has been reassured by President Lynch at those meetings that there will be no pressure or coercion on any of our current faculty: President Lynch has said that faculty can be hired on substitute lines to serve as the full-time faculty in Puerto Rico. Without such explicit assurances, she said, the Chairs would undoubtedly have opposed the program, and the Faculty Senate's Executive Committee would have put on the Senate agenda of February 10 a resolution calling on the Senate to oppose the branch campus proposal. But President Lynch has been absolutely explicit and unambiguous about this.

President Kaplowitz said this is important not only to

protect junior faculty but because we simply cannot afford to lose 13 of our current full-time faculty from John Jay and have them replaced by substitutes (who are not permitted to be hired for more than four semesters) and we cannot afford to lose the 20 full-time faculty who will be required at the branch campus every semester when the first class of cadets has graduated and equivalent credits will have been replaced by a program of earned credits. She said that we have been making the case at 80th Street that we need additional full-time faculty lines and if we were to even consider sending our full-time faculty we would be undermining our case in the most illogical and irreparable way. And, in addition, we would be undermining our academic program in New York which we cannot do or permit to happen.

Senator Norgren agreed with this analysis. She added that the language of the Curriculum Committee resolution is too vague to be voted on. She said that we also need to know about compensation for department chairs and others who will be taking on this additional burden, which is almost like a second job. Chairs or their designees will be required to travel to Puerto Rico during the semester, while they are teaching, to observe the full-time mini-chairs there and presumably to do other oversight work of the mini-chairs, especially since some if not most or all of the full-time faculty (mini-chairs) will have little or no experience at John Jay and certainly no experience (if currently they are adjuncts here) of doing observations, etc.

Senator Norgren suggested that we develop language that we can vote for. She said she wants written language that spells out labor issues, compensation issues, she wants consultation with our PSC representative. Senator Norgren asked Senator Luby if he and his colleagues who teach Spanish are being compensated for grading the writing assessment tests of 800 cadets. Senator Luby said he asked his chair about this and she said that she certainly hoped so.

President Kaplowitz reported that something came up at yesterday's Curriculum Committee that also has to be clarified: until yesterday, President Lynch has said that the full-time faculty at the branch campus will teach only one or two courses a semester because they will receive released time for all the supervisory work required of them: they will be, in effect, deputy chairs. But yesterday, the Provost told the Curriculum Committee that the full-time faculty will teach four sections a semester and do supervisory work (explaining that they would receive released time and then be paid an overage so that they can teach four courses: the purpose is to have as good as possible a ratio of full-time to adjunct-taught sections. But the question is whether people will be willing to do this and if the full-time people are not fluent in Spanish they will not be able to teach as many courses as those who are fluent).

Senator Norgren said that the changes from day to day require that these issues be answered in writing. She asked if anyone has contacted our PSC representative. President Kaplowitz said she that called him and left a message saying that she wanted to consult with him about contractual issues involving faculty participation in the branch campus but they have not yet discussed the matter. She added that President Lynch said he will be briefing our PSC representative as a courtesy.

Senator Edward Davenport urged that a resolution criticizing the process, especially the lack of timely consultation with the

faculty, be adopted. Senator Malone concurred. Senator Ventura-Rosa said that much more than the process needs to be criticized and that if we criticize only the process we are implying that we support the substance of the proposal.

Professor Milton Loewenthal (Law and Police Science) said that he, too, was at the Curriculum Committee meeting the previous day, as his department's representative, and that the Provost not only said that each full-time faculty will teach four sections but he neglected to say that after the first class, there will be not 800 cadets but 1600 cadets in each class which means that even with full-time faculty teaching four courses, the rate of adjunct-taught sections will be at least 90 percent. Here we have been arguing that our current rate of 53 percent adjunct-taught sections is unacceptable and Chancellor Reynolds agrees and yet we are proposing a program where there will be at least 90 percent of the sections taught by adjuncts.

Professor Loewenthal noted that he tremendously respects what the Faculty Senate has done for this College, saying that the Senate has made a tremendous difference. He said he is perplexed that the Faculty Senate, the soul of the College, is not ready to vote its conscience, the conscience of the faculty. Senator Suggs said he wishes it were that clear: he said that Senator Jenkins' response to a similar statement of his is one with which he agrees but, on the other hand, if he were to vote his conscience, he is not sure how he would vote. Senator Suggs said he is not opposed to the program: he said he wants to say to President Lynch to go ahead with the program but that the President is doing it all wrong. And he said he wants to be real. To vote against the program is not to say what he actually thinks. He added that the Senate rightly does not want to be fruitlessly in opposition to the proposal.

Upon loss of a quorum, by a motion made and seconded, the meeting was adjourned at 5 PM.

Respectfully submitted,

Edward Davenport
Recording Secretary

**Resolution to Approve With Conditions a
Branch Campus Offering the
Associate in Science Degree in Police Science
at the Academy of Police Sciences,
Gurabo, Puerto Rico**

1. John Jay College of Criminal Justice, pursuant to the academic governance provisions of the College Charter, hereby approves, for a period of two years subject to extension upon a subsequent affirmative vote by the appropriate governance bodies of John Jay College of Criminal Justice and by the Board of Trustees of the City University of New York, the establishment of a Branch Campus of the College at the Academy of Police Sciences at Gurabo, Puerto Rico, to offer the Associate of Science Degree in Police Science, subject to the provisions and conditions within this resolution.

2. In approving the establishment of the Branch Campus with authority to offer the A.S. Degree, the faculty accepts the operational proposal submitted to the Vice Chancellor by the College on January 21, 1994, as a working document, but does not approve that statement as a description of the academic program and governance structure that may finally emerge through the academic planning processes and governance structure of the College.

Program Governance

3. An Academic Governance Committee is hereby established to oversee the development and implementation of John Jay College's academic program at the Branch Campus, consisting of the Provost, the Chairs of the academic departments offering courses in the program or their designees, the Chair of the Department of Puerto Rican Studies or his or her designee, the President of the Faculty Senate or designee, a representative of the College Curriculum Committee ex officio, the Dean of Admissions and Registration ex officio, and a Chair of the committee selected by the membership. The President shall appoint, with the advice and consent of the Governance Committee and the College Personnel and Budget Committee, a campus-based program coordinator, and a branch campus-based program director. Job descriptions and terms of employment and reappointment of the coordinator and director shall be approved by the Committee.

4. All matters pertaining to changes or interpretations of the Police Science Specialization shall be initially considered by the Curriculum Committee of the Department of Law, Police Science, and Administration of Justice. All matters relating to academic course equivalences, transfer, or external credit approvals shall be initially considered by the Curriculum Committees of the respective departments responsible for the courses involved. All matters pertaining to the General Curriculum requirements including skills requirements shall be initially considered by the Curriculum Committees of the Departments for the courses involved.

5. The faculty authorizes implementation of the program, for a period of two years, provided that the approvals required under paragraph 4, including approvals of equivalent credit for the initial class only, are forthcoming. During this initial period of program development, the Committee shall assess the program and the Branch Campus, and shall develop and submit for approval through the academic governance processes of the College and the University, an assessment report and a program continuation, modification, or termination proposal.

6. The faculty reaffirms the provision of the College Charter that provides that Department Chairs may participate and vote in any deliberation of the College Curriculum Committee as the representative of their respective Departments, provided however that if

the Department Chair votes, the Department's elected alternate designee may not also vote on the same matter.

7. No faculty member of the College, unless appointed with the express condition of appointment to teach at the Branch Campus, will be required to teach at the Branch Campus. Any such condition of appointment shall be approved in advance by both the Departmental Personnel and Budget Committee for the Department involved and by the College Personnel and Budget Committee.

8. The Coordinator and Director shall develop, and the Governance Committee shall approve and recommend to the College Budget Committee each fiscal year a revenue, expenditure, and employment plan for John Jay College's programs and support services relating to the Branch Campus and its impact on the main campus. In the absence of a plan approved by the Governance Committee, the President may authorize such expenditures as he deems necessary and lawful for the operation of the program and support services. Priorities for expenditures shall be 1) provision of a high quality academic program at the Branch Campus consistent with the academic standards and academic oversight processes of the College, 2) mitigation of the impact of these new and additional programs and services on the academic programs and services of the Main Campus, and 3) expenditures of net revenues, if any, as approved by the Governance Committee.

9. Should the academic program proposal developed by the Governance Committee not be approved by the Curriculum Committee or the College Council, or should the proposal, once approved, not be satisfactory to officials of the Academy of Police Sciences, the President shall take steps to terminate John Jay College's Branch Campus.

Program Curriculum and Academic Quality

10. This is a John Jay College of Criminal Justice program, which will meet all requirements set by the College and the University, and all academic components of the program, including the appointment and reappointment of faculty, will be governed by the College and the University.

11. The authorization of twenty-five (25) equivalent credits, if approved pursuant to the academic governance provisions of the College including initial review by the curriculum committees of the academic departments responsible for the courses, shall be approved for the first class of students only. Subsequent classes shall have a program based entirely on earned credits, unless an academic department subsequently proposes, with approval in accordance with the academic governance provisions of the College, further award of such credits.

12. Academic support facilities, including the library, computer lab, mathematics lab, science lab, language lab, writing lab, and physical education facilities, shall be upgraded to meet appropriate academic standards. The Coordinator and the Director shall develop and submit for approval by the governance committee, an assessment and plan for development of such facilities. The status of implementation of such a plan shall be reviewed in the assessment report required under paragraph 5 above.

13. The College shall not allocate faculty lines for teaching at the Branch Campus not supported by the Revenue, Expenditure, and Employment plan developed and approved in accordance with paragraph 8 above.

14. John Jay College's participation in the program shall be supported in its entirety by the revenues generated.



Office of Public Affairs and Planning

JOHN JAY COLLEGE OF CRIMINAL JUSTICE

The City University of New York
899 Tenth Avenue, New York, N.Y. 10019
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February 10, 1994

TO: Professor Karen Kaplowitz
FROM: Vice President Mary DePiano Rothlein *mdr*

Enclosed are the responses to the fifty-two questions raised regarding the establishment of a branch campus at the Academy of Police Sciences in Puerto Rico. The document is labeled "**draft**" because all of those who participated in the developing the responses have not had an opportunity to review this.

Also enclosed are ten sets of the documents that have been developed as this project has evolved. On some points, there has been a refinement of the issue as discussions took place: on others, there has been a consistency.

I trust that these materials will assist in your discussion of the project. Please let me know if you need anything else.

Thank you for your continuing interest.

ATTACHMENT B

D R A F T

Many issues, concerns, and questions have been raised by the College Community concerning the establishment of a Branch Campus at the Academy of Police Sciences in Puerto Rico. The faculty and administration of John Jay College, as well as members of the Chancellor's staff, have addressed these and will continue to do so as the project continues.

1Q. This associate degree program will be taught in Spanish to 800 police cadets the first year (beginning March 1994) and to 1600 cadets each subsequent year. How will we be able to teach, supervise, and evaluate it both because it is a program taught in Spanish and because it is geographically so distant.

A. The College has members of the faculty who are proficient in Spanish and will hire faculty who are proficient in Spanish specifically for the program. Faculty who are not proficient in Spanish who travel to Puerto Rico to evaluate and to observe faculty will be provided with simultaneous translations. The College is committed to providing the program with thirteen full-time faculty supported by funds generated by the program.

2Q. We are being asked to create a branch campus: what obligations would we be taking on if we were to do so (and what are the benefits to John Jay).

A. The obligation is to provide a first rate education to students at the Branch Campus. The Benefits to John Jay College are the following:

a challenge to replicate John Jay College in Puerto Rico; research opportunities in Criminal Justice education for John Jay College faculty; expansion of the college's multi-cultural program; great stimulus for the Foreign Languages, Law, Police Science, and Criminal Justice Administration, and Puerto Rican Studies departments; opportunities to explore new directions in police education.

3Q. How was a plan for a branch campus developed, announced, and signed in principle without the knowledge or participation of the faculty who are responsible for the curriculum and who grant the degrees: the following were not involved: the Chairs, the P&B, the Senate, the Curriculum Committee, the Comprehensive Planning Committee: what precedent is this going to set?

A. When the College was asked to collaborate with the Academy of Police Sciences in Puerto Rico, the nature of the collaboration was unclear. Members of the Department of Law, Police Science, and Criminal Justice Administration were informed and involved in the initial discussions. The development of the project into one that would constitute the establishment of a John Jay College Branch Campus occurred as the educational goals for

the Academy of Police Sciences gained greater clarity. The process reached its current point on December 22 when the Governor of Puerto Rico requested the College to begin to offer its A.S. in Police Science beginning in the Spring semester. Since then, because the project involves special departments, College Personnel and Budget has been the body to which the President has turned for on-going advice and consultation. As specific governance issues emerged the appropriate College bodies have been convened, such as departmental curricula committees, the College's Curriculum Committee, the Council of Chairs, the Faculty Senate, the Budget Planning Committee. All involved have demonstrated commitment to properly analyzing the issues and to the extent possible, offering solutions which would maintain rigor at the Branch Campus. The administration recognizes the responsibility that the faculty have over curriculum and the granting of degrees.

40. Will the faculty feel able and/or willing to vote to certify these degrees given without supervision and in a language most faculty are not fluent in?

A. The faculty are responsible for the academic integrity of the program and the departments involved will provide the necessary oversight. The Oversight Committee will provide a report to the College community.

5Q. Will we be able to do justice to the expectations of the people of Puerto Rico and to the expectations of the Chancellor, Governor Cuomo, Governor Rossello, all of whom are relying on John Jay's reputation.

A. Yes. All we are doing is replicating the Associate Degree Program in Police Science and the College has the know-how to produce a first rate product. We are a College of Criminal Justice with an international reputation which is why the Commission on Higher Education of the Middle States Association recommended John Jay College to the Governor of Puerto Rico.

6Q. This is a 64-credit associate degree program to be given in 9 months: is this academically feasible, viable, possible, desirable.

A. A 64 credit program should be seen not only not only in 9 months, but by the amount of contact hours. Essentially, the four-semester model for an associate degree program is being modified to a three-semester model whereas all the students will be full-time and able to take courses above the minimum of full-time status (usually twelve credits). The students days last from 5:00 AM until 10:00 PM. The academic background of the students is sufficiently strong to ensure that they can cope with the heavy credit load. If there is evidence that the students can not handle the heavy work load we will extend the

academic period. There will be structured study time and the students have no other obligations than the pursuit of their studies.

7Q. Has the New York State Department of Education evaluated the Puerto Rico police academy courses and determined that the 8-week police academy program merits 25 credits (21 credits for 7 police science courses and 4 credits for physical education courses) as we are proposing.

A. The equivalency credits in Puerto Rico are identical to credits given to the New York Police Department. Prof. Panzarella has done a preliminary examination of the courses at the Police Academy in Puerto Rico and has indicated that there is sufficient academic rigor and contact hours to warrant 25 credits in equivalency. The Coordinator of Police Science studies, Professor Henry Morse, has completed his review on behalf of the Department and his recommendations support those of the preliminary review by Professor Panzarella. The equivalent credit will be eliminated after the first cycle.

8Q. Has the Law and Police Science Department determined whether the academy courses merit not only equivalent credit but the omission of those specifically named courses from the earned credit semesters?

A. The Curriculum Committee of the Law, Police Science, and Criminal Justice Administration Department met on Tuesday, February 8, 1994 to assess the issue of equivalent credit. The Police Academy of Puerto Rico has provided the Department with the academic credentials of the instructors, course outlines and content material. The Curriculum Committee accepted the recommendation of Professor Henry Morse, Coordinator of Police Science studies to grant twenty-one (21) equivalent credits for Academy work. To reiterate, the equivalent credit will be eliminated after the first cycle.

9Q. A college must (according to Middle States) provide a viable library, library instruction, and suitable academic support services. Can we? Will we?

A. Yes. We will work with the Academy of Police Sciences in Puerto Rico to upgrade the library. The College will provide tutoring, workshops and academic counseling for students at the Branch Campus in Puerto Rico.

10Q. It has been reported that approximately one-third of the cadets have baccalaureate degrees: what will they do during the academy training? If they are required to take the same courses with the other cadets, how will that effect their education and that of the other cadets?

A. Not a correct assumption. **All** the cadets have high school diplomas, approximately 5% may have college degrees. These students would be required to take the courses as electives.

11Q. How can cadets whose reading, writing, mathematics skills are not at college level be sufficiently remediated in **8** weeks while the cadets are also attending a full-time police academy program.

A. Those who need remediation will be provided ~~with~~ tutoring and special developmental sections "beginning during a nine-week cycle and continuing, **as** needed, during the two fifteen-week semesters. If necessary, as in the main campus, immersion classes will be held."(Lynch, Jan. 31, 1994)

12Q. If their reading, writing, math skills are not brought up to speed, what happens to them?

A. Students will be recycled. If they fail subsequently, they will be dropped from the program.

13Q. The latest proposal is that after the first class of cadets, all cadets will take only earned credits: if this happens, when will remediation take place?

A. Most students are not expected to need remediation, but those who do will receive tutoring concurrently.

14Q. What if a cadet fails a course or courses and yet the other cadets make more rapid progress: how will repeat courses be possible since the class is to graduate **at** a certain time.

A. A student who repeats courses will not graduate but will be recycled.

15Q. Since a condition of becoming a police officer with the Puerto Rico police department, will be the attainment of the associate degree, what will be the pressures on the faculty to give passing grades to cadets who are not passing their courses?

A. There is always some pressure to pass students, but establishing consistent **and** clearly articulated standards, and where appropriate, using departmental examinations externally graded will reduce pressure. It is one responsibility of the Oversight Committee to maintain standards.

- 16Q. If the faculty is largely adjunct faculty, who will supervise them and be their mentor and who will be the buffer between them and the cadets and between them and the police officials. No chairs will be present.
- A. Adjunct faculty, many of whom will be drawn the full-time faculties of colleges and universities of Puerto Rico will be supervised by our Director and by full-time faculty designated by department chairs as liaisons to oversee the implementation of the curriculum. The Director will serve as a "buffer" between the faculty and police officials.
- 17Q. If there are to be full-time faculty, will they be current full-time John Jay faculty: if **so** they will have to teach in Spanish and that will diminish the number of Spanish speaking faculty at our main campus, which goes against all we have been trying to achieve.
- A. Full-time faculty will be drawn from current faculty, John Jay retirees, and from a pool of potential full-time faculty placed on substitute lines from Puerto Rico. Although bilingual faculty are highly desirable, monolingual faculty who participate will be provided with translators or will teach English sections. There may be a temporary diminution of Spanish speaking faculty at the main campus, but this interaction with the intellectual community in Puerto Rico should provide us with an expanded reservoir of Latino faculty from which the College can draw for future hires.
- 18Q. If there are to be full-time faculty hired for this program, are they tenure-track and if **so** what happens when John Jay's role is phased out as planned: where will be the money to support these lines.
- 19Q. If there are to be full-time faculty hired for this program on substitute lines, what will their commitment and their responsibilities be since substitutes cannot be hired for more than two years.
- A.(18 & 19) Discussions are being held with the Vice Chancellor for Faculty **and** Staff Relations as to what is the suitable line to place faculty hired specifically to teach at the Branch Campus. Faculty hired on substitute lines will have the same responsibilities as substitutes on the main campus.
- 20Q. If as President Lynch promises in his memo of February 1 to the Law and Police Science Department each department involved in teaching the program is given a line for a full-time person for this program, will these **12** or **13** lines drain John Jay's budget?
- A. No. Full-time faculty from the main campus who teach in Puerto Rico will be replaced by full-time substitutes paid from funds generated at the Branch Campus.

21Q. Who will do the peer observations: if our faculty are required to fly to Puerto Rico to do observations through hired translators who would provide simultaneous translation, as asserted by the administration, one must consider the possibility of union grievances based on faulty translations and cultural misunderstandings.

A. The evaluation of faculty will be done in accordance with the policies set forth in the By-laws of the Board of Trustees of CUNY. If grievances occur, regardless of their cause the respective collective bargaining provisions will apply.

22Q. Faculty who observe will also have to write an observation report, have a post observation conference, and if there are objections, to conduct another conference with another member of the department present. How will this be done?

A. Observation reports can be written and conferences held on the same day. If a chair or a designee is observing, there will be another full time faculty member available to be present during the Post Observation Conference. Some departments may have two full-time members at the Branch Campus.

23Q. How will texts, syllabi, exams, etc. be evaluated by the observer if the observer is not bilingual in Spanish?

A. Texts can be evaluated by departments; syllabi and exams can be translated as needed.

24Q. How will the chairs of the departments do the hiring: if they are hiring adjuncts in Puerto Rico, will they have time to do this in the next few weeks. If full-time faculty are being hired, the entire P&B must do the hiring and does this mean that the entire P&B of 12 departments fly to Puerto Rico or do several candidates for each position fly to New York?

A. There will be sufficient time, although initially time will be limited. There is precedent for chairpersons to hire temporary full-time instructors without a full search. Chairpersons can hire adjuncts without a full P&B. For hiring of full-time faculty, there will be an attempt made to consult with the full P&B. The entire P&B can examine vitas. If necessary, interviews in New York can be conducted..

25Q. Since half the cadets are to take Semester I and the other half are to take Semester II at the same time, what happens to sequencing of courses and prerequisites.

A. For many courses there is either a prerequisite or corequisite of ENG 101, College Composition 1. For the program in Puerto Rico there will be a comparable composition course in Spanish. Although the schedule will not permit it to be taught **as** a prerequisite, it will be taught as a corequisite in the very first semester of earned credit for all students.

Only one course in the program has another prerequisite; that course is PAD 240, which has a social science prerequisite. Half of the students would be taking GOV 101 before taking PAD 240; all of the students already will have had equivalent credit for **a** social science course for the two courses in sociology and psychology taught **as** part of the Academy curriculum.

26Q. How will the writing assessment tests to be done: each CUNY assessment exam must be read by two different readers. The first year there will be 800 cadets and thereafter 1600 cadets in each class. Does the Department of Foreign Language's have enough instructors of Spanish to read 1600 exams now and then 3200 exams for each subsequent class?

A. While all writing assessment tests will be done in Puerto Rico, the tests will be graded either in Puerto Rico or in New York by qualified teams of readers led by members of the John Jay College faculty in New York. These faculty members will be in charge of the "norming" which is done to guarantee uniformity.

27Q. One of the general education courses was omitted from the proposal (only Gov 101 is being offered: there are to be two courses, one each from Gov 101, Soc 101, Psych 101, Anthro 101).

A. The first nine weeks requires that the cadets take Psychological Foundations of Police Work (PSY 271) which could count **as** a distribution requirement and Criminology (SOC 203), which could count **as** a distribution requirement in sociology. Note, that only one of these two courses would be needed to fill the distribution requirement for the associate degree when taken along with GOV 101.

28Q. How will the College Preparatory Initiative (CPI) requirements be met? [High school students who haven't taken sciences, etc. must take them as part of their degree]

- A. At present, John Jay College students do not take science in their first two years. The distribution requirements at the College satisfy the **CPI** initiative. The College will make every effort to adhere to the requirement of **CPI**.
- 29Q. If full-time faculty at John Jay are replaced 'by adjunct faculty, as proposed in the document sent to the Board of Trustees on January 21, John Jay's full-time to adjunct ration will worsen.
- A. The full-time to adjunct ratio at the College in New York will not worsen. The College will replace full time members who go to Puerto Rico with substitute full-time lines.
- 30Q. What will be the costs of our chairs and other faculty going to Puerto Rico to teach (housing and car) or to hire and observe (flights, hotel, etc).
- A. The costs of going to Puerto Rico will be paid for out of funds generated by the program. The costs of going to Puerto Rico to teach, hire or observe will be paid by the College. A stipend will be made available for housing.
- 31Q. How will the chairs do this work when they already have so many adjuncts to supervise here.
- A. This work may be conducted by the chairperson or the chairperson's designee. Thus, the work and the benefits can be spread. Faculty will be compensated for this work. The full time campus liaison will be teaching a partial load and will have time to assist in these duties.
- 32Q. What faculty will supervise, etc., during the second semester which is July through October.
- A. There will be at least one full time faculty member for every course plus the program administrator throughout the semester. Faculty from John Jay College in New York will be compensated for summer **work**, as necessary.
- 33Q. Will a **police** academy setting permit critical analysis, questioning of current practices, etc., or will the setting intimidated students and possibly faculty?
- A. John Jay College has insisted in autonomy in its curriculum and the administration of the associate's degree. The high quality of academic inquiry at West Point is evidence of the fact that we will be able **to** teach in this setting.

340. Will John Jay's historical efforts to be autonomous and to offer criminal justice higher education clearly distinguishable from police academy training be undermined by this undertaking?

A. We insist on control of the course offerings, the evaluation and hiring of faculty, the evaluation of courses and the program, and the power to grant the degree. John Jay College has been specifically required to go beyond training and to provide a liberal arts education for police officers of Puerto Rico. John Jay will retain control of curriculum, hiring of faculty, and of the academic program.

350. Is John Jay's participation likely to cause political problems with the University of Puerto Rico and Inter-American University of Puerto Rico, with which John Jay already has established relationships?

A. No. The colleges and universities of Puerto Rico are aware of the program and actively assisting us with recruitment of faculty. This may enhance our development of collaborative relations with colleges and universities in Puerto Rico in the future.

360. Will the demands of a branch campus on John Jay's faculty and staff and administrators harm our commitment to our students in New York?

A. No. Faculty who teach in Puerto Rico will be replaced. The opportunities for intellectual stimulation and research opportunities for the faculty of John Jay College will benefit our students and faculty in the classroom in New York.

370. What are the budgetary implications: originally we were going to net \$500,000 each class of cadets (see the Jan. 21 proposal to the Board). Now there will be no net surplus we are told. Will the project cost John Jay monies? If it does, can we summarily end the program?

A. The project will not cost John Jay College any monies that would have been available for New York. The college is committed to spending no funds in Puerto Rico that would have been available for New York.

380. Are we serving the multicultural needs of the cadets if we transfer our degree program as designed there.

A. Yes. Involvement with John Jay is seen as enriching the educational experience of Puerto Rican police students. It is perceived as enhancing their multi cultural learning. Time pressure does not permit curricular revision or development. However, future efforts may

include development of a new major or of variations or options added to our existing major.

39Q. Why are we not teaching them community policing, since this is what the cutting edge police training involves.

A. Community policing concepts are currently included in several PSC courses. Future revision of the PSC Associate major will reflect current interest in community policing.

40Q. We do not have three courses listed for the program: English as a Foreign Language (to fulfill the foreign language requirement) and Spanish Composition I and II (two-semester sequence in college composition in Spanish). These courses will have to be created.

A. These courses will be developed by the Foreign Languages Department in collaboration with the English Department.

41Q. Will the graduate rate and retention rate of the police cadets be incorporated in to the overall John Jay graduation and retention rates or will they be calculated and treated by 80th Street, NYS Dept. of Education, etc., as two discrete categories: main campus and branch campus?

A. Both calculations are relevant and will be used in reporting graduation and retention rates.

42Q. Can the imposed extra work load of faculty, of chairs be mandated? What are the implications of the faculty's responsibilities if we vote to create the branch campus?

A. Extra work is not intended. Resources will be provided to adequately compensate those faculty involved in the project and to provide replacements for them on the main campus.

43Q. What will happen if we insist on waiting until September 1994 to begin our role in the program?

A. The opportunity will be lost! The Puerto Rico police will seek support elsewhere.

440. Are plans in the works for us to start branch campuses at other police academies in the Caribbean, etc?

A. No.

45Q. Are plans in the works for us to take over the police academies in local areas?

A. John Jay is being approached in relation to consultative relationships with police academies in the New York Metro region (New York City and Rockland County.) As of this writing, the nature of these relationships awaits discussion and deliberation of appropriate college bodies and further consultation with the agencies involved.

460. What planning is going on and who ~~is~~ doing it and who should be doing it.

A. The College Personnel and Budget Committee, relevant college and departmental bodies, the administration of John Jay and CUNY's Central Office are currently involved in planning the Puerto Rico Police Academy program. This deliberative process will continue throughout the program.

470. Why did the regional College of the Carolinas of Puerto Rico end its collaborative program with the Police Academy of Puerto Rico?

A. The College of the Carolinas eliminated all Associate Degree programs, including programs at the Police Academy of Puerto Rico.

480. What will happen if the out-of-state tuition waiver ~~is~~ not given?

A. Alternative sources of funding will be sought.

490. In light of the scrutiny of Federal Pell financial aid (which most of the police cadets will be eligible for) especially in connection with branch campuses, what auditing and other precautions are being put into place?

A. The Puerto Rico police training project is being conducted, from the outset, from an auditing perspective. Partners in the design of the original project plan include: the Commission on Higher Education of the Middle States Association; The Higher Education Council of Puerto Rico; The City University Offices of Academic Affairs; Legal Affairs; Fiscal Affairs; and Faculty and Staff Relations.

500. If we are knowingly establishing a branch campus where the percentage of adjunct taught sections is even higher than at John Jay, how will we justify our arguments to 80th Street that our reliance on adjuncts at John Jay's main campus is unconscionably high: see Vice Chancellor Rothbard's December 10, 1993, comments to the Faculty Senate about the ^{NYC} problem of overcoming the ill-informed ~~mindset~~ of public officials who view heavy reliance on adjuncts as a smart budgetary solution, one that they applaud.

A. The College is totally committed to increasing the number of full-time faculty at John Jay. The Puerto Rico Police Education project may initially increase the number of adjunct faculty but this is **an** unavailable and temporary side-effect that will, in a short time, be corrected as the College's operation of the project stabilizes and matures.

51Q. What will a heavy reliance on adjuncts do to our overall full-time/adjunct ratio and how will that effect our accreditation, reputation, etc.

A. As above. Moreover if the adjuncts hired are the kind of high quality university and practice-field personnel that we are told we can attract in Puerto Rico with our hourly rates, it would appear that this can only enhance our reputation among all but those who view the full-time/adjunct ratio as the sole measure of educational quality.

52Q. Despite the noble purposes and abstract benefits, will we in creating a branch campus ultimately damage John Jay's reputation and that of the faculty and administration because we are proceeding despite all the unanswered questions and unresolved issues?

A. See answers above. There will be careful and continuous monitoring of the project. If, at any time, there is evidence of risk of damage to John Jay's reputation or to the capacity of the College to carry out its responsibilities to the City of New York, the project should and will be terminated. The project contract will provide John Jay with a quick, risk-free escape clause.